

4-1-2016

# Cadenas de Auyuda Volunteer Toolbox & Resource Guide

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## Digital USD Citation

Fiser, Krista and Nussbaum, Rebecca, "Cadenas de Auyuda Volunteer Toolbox & Resource Guide" (2016). *Human Resource and Volunteer Management*. 5.

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# Volunteer Toolbox

& RESOURCE GUIDE

Krista Fiser & Rebecca Nussbaum  
April 1, 2016

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## Introduction

Volunteers contribute many different kinds of resources to organizations. Volunteer means to “work with no pay for the benefit of others not including family” (Butcher, 2010). Often, it is individuals who volunteer that can connect key stakeholders or beneficiaries to specific programs resulting in greater fundraising, increased organizational visibility, and expand support to existing personnel.

Volunteering is often formal and informal. Citizen Solidary Participation is a term often used for informal volunteering, which is equally as common as formal volunteering. However, as organizations look to understand the motivations of their volunteers, it’s essential that leaders consider ways to begin formalizing their volunteer programs.

As organizations begin to prioritize volunteers and volunteer programs, the return on investment will be significant. Collectively, the time donated by volunteers is valued up to 88.082 thousands of millions of pesos, which is equivalent to 1.14% of total Mexican GDP (Butcher, 2010). Committing to creating a sustainable volunteer program will require resources, and in return, organizations will gain the time, talent and treasure of individuals throughout the community.

Currently, Cadenas de Ayuda leverages volunteers for programmatic and fundraising events, such as the Children’s Day Party, bingo days and rallies, in addition to facilities maintenance (J. Valdivia, personal communication, February 19, 2016). The organization is seeking to understand the intrinsic motivation of lifelong volunteers, so it can develop those motivations in students (J. Valdivia, personal communication, February 19, 2016).

This resource guide has been created specifically for Cadenas de Ayuda and includes an overview as well as information regarding best practices related to developing and maintaining an effective volunteer program. Additionally, each section includes a list of tools that are located in the Appendices.

These tools include samples, templates, and resources to support Cadenas de Ayuda in sustaining their volunteer program. These tools have been adapted and combined from other organizations, and Cadenas de Ayuda is encouraged to continue adapting and modifying these tools, as needed.

## Understanding Volunteers

The desire for individuals to volunteer varies from person to person (Ellis, 1994). Some individuals have personal motivations, those that benefit the individual, while others have institution-based motivations, those that benefit the organization (Withers, Browner & Aghaloo, 2013).

### **TOP THREE MOTIVATORS** (Withers, Browner & Aghaloo, 2013)

#### Personal Motivations

1. Physiological/Emotional Benefits
2. Altruism
3. Career or Professional Benefits

#### Institution-Based Motivations

1. Social Aspects (such as Friendship)
2. Types of Mission and Population Served
3. Sustained Volunteerism

While the majority of individuals volunteer from one to 12 times per year, they participate in a variety of settings: 32 percent participate in an individual manner, 24 percent participate in informal groups (such as friends or neighbors), and 44 percent participate in a formal institute (Butcher, 2010).

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### Enclosed Tools

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## Organizational Preparation

To have a successful volunteer program, an organization must be prepared. It's essential that an organization can convey the importance of volunteers to fulfilling its mission. In addition to staff buy-in, it's important to know where volunteers are needed and be prepared with the necessary policies, procedures, and tools in place. To leverage volunteers effectively, the organization is responsible for defining the role and scope of the volunteer and must prepare itself to take on that responsibility.

### NEEDS ASSESSMENT

In planning a volunteer program, it is necessary to know where volunteers are needed within the organization. In order to build an internal culture that will support volunteerism, an organization should consider conducting both an organization needs assessment and an assessment to gauge staff attitudes. A needs assessment can be formal through an agency survey or informal through conversation with department heads. Each department should share current or future projects that they could use volunteers, types of tasks and skills required, and the time frame of the volunteer needs. Use the information gathered from the assessment to guide the design of the volunteer position descriptions (NYC Service, n.d.).

### POSITION DESCRIPTIONS

Similar to a job description, a position description outlines the important aspects of the volunteer role, including expectations and responsibilities. A clearly written position description is powerful tool in recruiting volunteers as it informs them of their role and how their role will impact the mission (NYC Service, n.d.).

### VOLUNTEER COORDINATION

To run a successful volunteer program, an agency must define who is responsible for the coordination and oversight. This person will act as the volunteer coordinator to ensure that the program runs smoothly and address any issues as they come forward (Diaz, 2016).

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## Enclosed Tools

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## Recruitment

There are many ways to recruit volunteers, but it is important to realize that not every prospect is a potential candidate (Ellis, 1994). Ensuring your organization's brand and image is known in the local community is one way to bring awareness of the mission and, subsequently, the volunteer opportunities. However, some of the most successful recruitment strategies include the design of mini-campaigns around each particular position description (Ellis, 1994). It is likely this strategy is most effective as it is more likely to align motivations with volunteer positions.

### PROSPECTING VOLUNTEERS

By focusing on one volunteer position at a time, the organization is allowed to target its specific needs. This allows the organization to consider, specifically, where it can possibly locate individuals with the skills needed to perform the work.

Furthermore, organizations can establish relationships with local businesses, community organizations or institutions. Doing so allows the organization to begin creating a pool of volunteer prospects. Once organizational awareness is brought to this group, it's easier to share potential volunteer descriptions with them.

### INITIAL CONTACT

The first contact with the volunteer is an important step in screening a potential volunteer for your program. An organization can gather preliminary information such as what the volunteer is interested in doing and how the volunteer thinks he/she can help as well as provide some basic information to the volunteer about the organization. Initial contact can be in-person, over the phone, or in an email, however, any of these methods are a great first step in building a relationship. If the volunteer is interested and seems like a good fit, a Volunteer Interest Form should be completed in order to follow up regarding the next steps in the application process (Volunteer Maine, 2008).

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## Enclosed Tools

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## Selection

For volunteers to succeed in any organization, they should complete a selection process. By thoroughly vetting volunteers, an organization can ensure that they are appropriate for the mission and position.

### APPLICATION FORM

Once it is established that a candidate is a viable prospective volunteer, an application should be completed. Application forms can be simple or complex, however, what is important is that they gather all necessary information that is relevant to the volunteer opportunity/position. You can request references from the prospective volunteer as well as permission to complete a background check, if necessary (Volunteer Maine, 2008).

### THE INTERVIEW

An interview should be conducted with each volunteer and is an opportunity to discuss in more detail the organization's mission as well as the aspirations and interests of the volunteer. Interviewers should ask open-ended questions and gather information regarding the volunteer's knowledge, skills, experience, availability, preferences, and foreseeable time commitment. In special circumstances, a second interview may be necessary, especially if the work is sensitive in nature or working with vulnerable populations.

### REFERENCE CHECKS

A reference check should be conducted for each volunteer. The questions can be broad in scope and should gather information regarding the individual's work ethic, accountability, and if they can work well with others. References can be a great method of gathering additional information about a prospective volunteer, as well.

### REJECTING APPLICANTS

On occasion, you might find that a prospective volunteer is not a fit for your organization. It is important to make decisions about volunteers for the best interest of the organization. If that is the case, be direct with the volunteer and refer the volunteer to additional opportunities that might be a better fit.

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## Enclosed Tools

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## Orientation & Training

After a volunteer has been vetted and selected, the agency is responsible to ensure that the volunteer is well prepared and trained so that he or she can be successful in the new role. The best method of setting a volunteer up for success is through orientation and training.

### ORIENTATION

An initial orientation can introduce the volunteer to the organization in a more formal setting and provide context for the volunteer's work. Orientations should include essential information of the organization and position. Orientations should include the following (Volunteer Maine, 2008):

1. Agency Overview: 1) History, Mission, Vision, and Values; 2) Organization structure and key staff; 3) Description of programs and clients served.
2. Facilities and Staff: 1) Tour of facility; 2) Building logistics (parking, bathrooms, storage or belongings)
3. Volunteer Program Policies and Procedures: 1) Volunteer Tasks and Duties; 2) Check-in procedures; 3) Termination policies; 4) Evaluation procedures

During the orientation is a good opportunity for the volunteer to sign a contract (Connors, 1995). An agency formalizes the volunteer's commitment to the organization through signing a volunteer agreement. The agreement supplements the position description and outlines the time commitment expected of the volunteer. Presenting this at the onset of the working relationship helps to lay the groundwork for volunteer expectations.

### TRAINING

Training provides the volunteer with the information and direction necessary to complete their responsibilities. An effective training provides the scaffolding for a successful volunteer experience. Below are some concepts to consider when training a new volunteer (Connors, 1995).

#### Mentoring

Providing a mentor or a mentoring circle can be valuable for reinforcing networking and community among the volunteers. A mentor provides guidance, information, and can be there to answer any questions that a new volunteer might have.

#### Shadowing

Shadowing is a great method of providing on-the-job training to a volunteer through observing the experience of another. Shadowing can also help build the relationships between the volunteers or between the volunteers and staff (Connors, 1995).

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### Enclosed Tools

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Appendix J  
Appendix K

Volunteer Orientation Manual Resources  
Sample Volunteer Agreement

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Page 32

## Management and Monitoring

Now that you have volunteers successfully recruited and trained, volunteer management is a critical component of any successful volunteer program. Management includes providing ongoing guidance and volunteer oversight, including tracking volunteer hours through a Volunteer Timesheet and evaluating volunteer performance.

### ONGOING TRAINING AND SUPERVISION

Who manages a volunteer depends on the length of commitment and available staffing. When a project is long-term with an on-going commitment, then the volunteer should be managed by the staff member that has the closest ties to the project. When a project is short-term, with limited duration, then the volunteer should be managed by a volunteer manager (Volunteer Maine, 2008).

Volunteer managers should check-in with volunteers briefly each time that the volunteer arrives to review the task(s), any changes, or any challenges that the volunteer might have. Furthermore, volunteer managers should:

1. Reassess the tasks and volunteers to ensure that the volunteers' skills are being utilized to their highest potential.
2. Provide feedback to the volunteer if he or she is not fulfilling the volunteer duties.
3. Can determine if the volunteer should continue volunteering or needs additional training or supervision.

### VOLUNTEER OVERSIGHT

Tracking volunteer hours is simple. By utilizing the Volunteer Timesheet, the supervisor will retain the volunteer's hours in one location. These forms can be created manually or digitally. Digital tracking allows organizations to create an effective database of volunteers that can support the organization in future projects.

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#### Enclosed Tools

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Appendix M	Sample Volunteer Performance Evaluation	Page 34

## Retention and Recognition System

Nonprofits must recognize the importance of volunteer engagement, though there is natural attrition of volunteers that is outside of its control due to lifestyle changes, moves, or new jobs, etc. However, to maintain a healthy volunteer program it is critical that organizations take actions to support the recognition and retention of volunteers to harness their long-term commitment.

### RETENTION

An organization is more likely to retain volunteers through simple actions that can be incorporated into the volunteer management system (Connors, 1995). Some ideas to support retention are below:

1. **Evaluation:** Offer volunteers opportunities to share informally about their volunteer experience. Ask questions such as “How is it going?” Or “What do you like most/least about your job?” Asking such questions creates an opportunity to solicit feedback from the volunteer and make adjustments as needed (NYC Service, n.d.).
2. **Volunteer Vacations and Leaves of Absences:** Life can often interrupt volunteer commitments for even the most passionate volunteers. Offer volunteers time-off as needed to tend to their needs. Keep in touch with them and invite them to return when they are able (Connors, 1995).
3. **Volunteer Socialization and Appreciation:** Create opportunities for the volunteers to socialize and be appreciated by the staff of the organization. Creating opportunities to celebrate their successes can be impactful for a volunteer (Connors, 1995).

### RECOGNITION

Volunteer recognition is a cornerstone to volunteer management. Acknowledging and recognizing the work of a volunteer can help with retention and support volunteer satisfaction. Recognition can come in many forms and can be formal or informal, celebrated publicly or privately, and tailored as needed (Connors, 1995). Below are some recognition techniques that work:

1. **Celebration party for all volunteers:** This is a great way to celebrate all volunteers for their hard work.
2. **Awards:** Distributing awards are an excellent way to acknowledge longevity and special contributions recognized frequently, not just every five or 10 years.
3. **Thank you notes:** This is a simple and personal way to express appreciation.

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### Enclosed Tools

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## Volunteer Separation

Very few volunteers are built to stay with one organization forever. For every organization there is anticipated attrition when volunteers will separate from the organization after some time or even occasions when a volunteer might leave abruptly.

### EXIT INTERVIEWS

Exit interviews are a key method of collecting information to provide closure to both the volunteer and the organization. The best method for exit interview is in person, however, phone interviews or a form that can be mailed back to the organization are all great methods of collecting information to improve the volunteer program.

Collecting and integrating the feedback from outgoing volunteers can assist in developing a more effective volunteer program. It is important to retrieve any equipment or uniforms from outgoing volunteers. The organization might also consider a personalized gift or farewell party for a long-term volunteer.

### DISMISSING A VOLUNTEER

Organizations often encounter situations in which a volunteer will to be dismissed. This could be due to poor performance, fraud, theft, or violation of the code of ethics. In this situation, it is important to separate promptly and ensure documentation of witnesses and evidence. Gather information, document and notify the volunteer of the volunteer separation. Inform all necessary staff of the dismissal and evaluate the agency's protocols for improvement (Diaz, 2016).

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## Enclosed Tools

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## Program Evaluation

Program evaluation is a critical component to volunteer management and engagement. An organization is better equipped to operate an effective volunteer program if it is able to evaluate its successes and opportunities for improvement. By incorporating a regular evaluation process, an organization creates a feedback loop for continuous improvement. The needs of both volunteers and the organization will evolve over time, and a program evaluation prepares the organization to make adjustments and maintain a successful volunteer program. Below are helpful questions to consider when measuring the impact of an organization's' volunteer program.

### **MEASURING EFFECTIVENESS OF THE PROGRAM** (Connors, 1995)

1. Are volunteers doing work that is meaningful to them and the community? (Measurement devices: needs assessments, community response, volunteer evaluations)
2. Does staff regard volunteers as partners in accomplishing goals? (Measurement devices: staff meetings, input from staff, staff requests for volunteers, staff/volunteer management relationships)
3. Are any volunteers performing middle-management or management jobs?
4. Is the volunteer program diverse including people of both genders and all ages, races, economic backgrounds, and educational backgrounds?
5. Is the program flexible about time commitments, flex time, and assignments that can be performed off-site?
6. Does the board view volunteers as important? (Measurement devices: budget for program, planning for volunteer involvement, attendance at recognition events)
7. What specific impacts have the volunteers had on:
  - a. Improving the community?
  - b. Improving agency operations?
  - c. Improving staff capacity?

An agency will take feedback from volunteers and alter its program for continuous improvement. Take the information provided by the volunteers to provide an ever-improving program.

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## Appendix A: Volunteer Function Inventory Scale

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### ASSUMPTIONS

1. People are purposeful, planful, goal-directed – Volunteers engage in volunteer work in order to satisfy important personal goals.
2. Different people may do similar things for different reasons – Volunteers performing the same volunteer activity for the same organization may have different reasons for volunteering.
3. Any one individual may be motivated by more than one need or goal – An individual volunteer may be attempting to satisfy two or more motives through one activity at your organization.
4. Outcomes depend on the matching of needs and goals to the opportunities afforded by the environment – Successful volunteer recruitment, satisfaction, and retention is tied to the ability of the volunteer experience to fulfil the volunteer's important motives.

### THE MOTIVATIONS FOR VOLUNTEERINGS

Values function	The person is volunteering in order to express or act on important values, such as humanitarianism and helping the less fortunate. (Personal Motivation)
Understanding function	The volunteer is seeking to learn more about the world and/or exercise skills that are often unused. (Institution-Based Motivation)
Enhancement function	The individual is seeking to grow and develop psychologically through involvement in volunteering. (Personal Motivation)
Career function	The volunteer has the goal of gaining career-related experience through volunteering. (Personal Motivations)
Social function	Volunteering allows the person to strengthen one's social relationships. (Institution-Based Motivation)
Protective function	The individual uses volunteering to reduce negative feelings, such as guilt, or to address personal problems. (Personal Motivation)

(Clary & Snyder, n.d.)

## VOLUNTEERISM QUESTIONNAIRE

Your organization is involved in a project related to volunteer's reasons and experiences with volunteering. On the following pages are two sets of items that concern your experiences as a volunteer with this organization. The first set, Reasons for Volunteering, presents 30 reasons that people volunteer and asks that you indicate how important each reason is for you for your volunteering at this organization. The second set, Volunteering Outcomes, presents 18 outcomes that can result from volunteering and asks that you indicate whether you have experienced each outcome. You do not need to put your name on the questionnaire.

### REASONS FOR VOLUNTEERING

Using the 7-point scale below, please indicate how important or accurate each of the following possible reasons for volunteering is for you in doing volunteer work at this organization.

Record your answer in the space next to each item.

Not at all important/  
accurate for you      1 2 3 4 5 6 7 extremely important/  
accurate for you

Rating	Item
_____	1. Volunteering can help me get my foot in the door at a place where I'd like to work.
_____	2. My friends volunteer.
_____	3. I am concerned about those less fortunate than myself.
_____	4. People I'm close to want me to volunteer.
_____	5. Volunteering makes me feel important
_____	6. People I know share an interest in community service.
_____	7. No matter how bad I've been feeling, volunteering helps me to forget about it.
_____	8. I am genuinely concerned about the particular group I am serving.
_____	9. By volunteering, I feel less lonely.
_____	10. I can make new contacts that might help my business career.
_____	11. Doing volunteer work relieves me of some of the guilt over being more fortunate than others.
_____	12. I can learn more about the cause for which I am working.
_____	13. Volunteering increases my self-esteem.
_____	14. Volunteering allows me to gain a new perspective on things.

(Clary & Snyder, n.d.)



- \_\_\_\_\_ 15. Volunteering allows me to explore different career options.
- \_\_\_\_\_ 16. I feel compassion toward people in need.
- \_\_\_\_\_ 17. Others with whom I am close place a high value on community service.
- \_\_\_\_\_ 18. Volunteering lets me learn through direct “hands on” experience.
- \_\_\_\_\_ 19. I feel it is important to help others.
- \_\_\_\_\_ 20. Volunteering helps me work through my own personal problems.
- \_\_\_\_\_ 21. Volunteering will help me succeed in my chosen profession.
- \_\_\_\_\_ 22. I can do something for a cause that is important to me.
- \_\_\_\_\_ 23. Volunteering is an important activity to the people I know best.
- \_\_\_\_\_ 24. Volunteering is a good escape from my own troubles.
- \_\_\_\_\_ 25. I can learn how to deal with a variety of people.
- \_\_\_\_\_ 26. Volunteering makes me feel needed.
- \_\_\_\_\_ 27. Volunteering makes me feel better about myself.
- \_\_\_\_\_ 28. Volunteering experience will look good on my resume.
- \_\_\_\_\_ 29. Volunteering is a way to make new friends.
- \_\_\_\_\_ 30. I can explore my own strengths.

## VOLUNTEERING OUTCOMES

Using the 7-point scale below, please indicate the amount of agreement or disagreement you personally feel with each statement. Please be as accurate and honest as possible, so we can better understand this organization.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

- | Rating | Item   |
|--------|--|
| _____  | 31. In volunteering with this organization, I made new contacts that might help my business or career.     |
| _____  | 32. People I know best know that I am volunteering at this organization.                                   |
| _____  | 33. People I am genuinely concerned about are being helped through my volunteer work at this organization. |
| _____  | 34. From volunteering at this organization, I feel better about myself.                                    |
| _____  | 35. Volunteering at this organization allows me the opportunity to escape some of my own troubles.         |
| _____  | 36. I have learned how to deal with a greater variety of people through volunteering at this organization. |

(Clary & Snyder, n.d.)

- \_\_\_\_\_ 37. As a volunteer in this organization, I have been able to explore possible career options.
- \_\_\_\_\_ 38. My friends found out that I am volunteering at this organization.
- \_\_\_\_\_ 39. Through volunteering here, I am doing something for a cause that I believe in.
- \_\_\_\_\_ 40. My self-esteem is enhanced by performing volunteer work in this organization.
- \_\_\_\_\_ 41. I have been able to learn more about the cause for which I am working by volunteering with this organization.
- \_\_\_\_\_ 42. I have been able to learn more about the cause for which I am working by volunteering with this organization.
- \_\_\_\_\_ 43. I am enjoying my volunteer experience.
- \_\_\_\_\_ 44. My volunteer experience has been personally fulfilling.
- \_\_\_\_\_ 45. This experience of volunteering with this organization has been a worthwhile one.
- \_\_\_\_\_ 46. I have been able to make an important contribution by volunteering at this organization.
- \_\_\_\_\_ 47. I have accomplished a great deal of “good” through my volunteer work at this organization.
- (Circle One) 48. One year from now, will you be (please circle your best guess as of today):
- A. volunteering at this organization.
  - B. volunteering at another organization
  - C. not volunteering at all.

(Clary & Snyder, n.d.)

Volunteer # \_\_\_\_\_

## SCORING SHEET

VFI Career	Item Rating	1	10	15	21	28	
		_____	+	_____	+	_____	= _____ (SUM)
VFI Social	Item Rating	2	4	6	17	23	
		_____	+	_____	+	_____	= _____ (SUM)
VFI Values	Item Rating	3	8	16	19	22	
		_____	+	_____	+	_____	= _____ (SUM)
VFI Understand	Item Rating	12	14	18	25	30	
		_____	+	_____	+	_____	= _____ (SUM)
VFI Enhance	Item Rating	5	13	26	27	29	
		_____	+	_____	+	_____	= _____ (SUM)
VFI Protect	Item Rating	17	9	11	20	24	
		_____	+	_____	+	_____	= _____ (SUM)

Outcomes Career	(Add items 31 and 37)	_____	+	_____	= _____
Outcomes Social	(Add items 32 and 38)	_____	+	_____	= _____
Outcomes Values	(Add items 33 and 39)	_____	+	_____	= _____
Outcomes Enhance	(Add items 34 and 40)	_____	+	_____	= _____
Outcomes Protect	(Add items 35 and 41)	_____	+	_____	= _____
Outcomes Understand	(Add items 36 and 42)	_____	+	_____	= _____

Satisfaction	Item Rating	43	44	45	46	47	
		_____	+	_____	+	_____	= _____ (SUM)

Long-term Intentions (item 48) \_\_\_\_\_

Volunteer Outcomes: C = Career Sc = Social V = Values E = Enhancement

P = Protective U = Understanding

St = Satisfaction  
(Clary & Snyder, n.d.)

## Appendix B: Organization Needs Assessment

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Prior to recruiting for volunteers, your organization should be able to clearly answer the following questions in order to convey the importance that volunteers are to the organization.

1. What is your organizational vision and mission?
2. What are you trying to accomplish in your community? What is the program's purpose?
3. Where do we need volunteers to serve in our organization?
  - A. Are there tasks/activities that staff don't want to perform?
  - B. Are there tasks/activities that staff don't have time to perform?
  - C. Are there tasks/activities that can be expanded with volunteer assistance?
4. What tasks/roles would be good for potential volunteers?
5. What skills and knowledge do volunteers need to take on these tasks/roles?
6. Is it appropriate for volunteers to do these tasks/roles rather than staff members?

7. What meaningful opportunities are there for volunteers to engage in our organization?
8. What benefits are there for potential volunteers?
9. What benefits are there for the organization to gain from involving volunteers?
10. Does the organization have the infrastructure to support and provide guidance to volunteers? Has the organization designated a volunteer management professional to oversee the program? How will volunteers and staff work together?
11. What additional staff resources are available to the volunteer program?
12. What fiscal resources are available to the volunteer program?
13. What are some of the problems one should expect in the future as well as possible solutions to these problems?

(Points of Light Foundation & Volunteer Center National Network, 2003; Idealist, n.d.)

## Appendix C: Questionnaire to Assess Staff Attitudes

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### **THE LEVEL OF EXPERIENCE OF PAID STAFF WORKING WITH VOLUNTEERS.**

1. Have they ever supervised volunteers before?
2. Have they ever worked in an agency that involved volunteers?
3. Do they volunteer themselves at an agency?

### **THE LEVEL OF COMFORT OF STAFF IN WORKING WITH VOLUNTEERS.**

1. Are there positions that staff feel volunteers should not be doing?
2. Are there program elements, such as additional staff training that should be instituted before volunteers are placed?

### **THE LEVEL OF FEARS THAT STAFF FEEL TOWARDS WORKING WITH VOLUNTEERS.**

1. Are there risk management issues?
2. Are there worries about loss of staff jobs?

(Points of Light Foundation & Volunteer Center National Network, 2003)

## Appendix D: Volunteer Position Description Template

---

### POSITION OVERVIEW

Position Title: \_\_\_\_\_ Reports to: \_\_\_\_\_

Time Requirements: \_\_\_\_\_ Location: \_\_\_\_\_

Starting Date: \_\_\_\_\_ Ending Date: \_\_\_\_\_

Purpose of the Position: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Benefits of the Position (reimbursements etc.): \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Qualifications/Skills Needed: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Training/Support Provided: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### SPECIFIC RESPONSIBILITIES

Position Responsibilities and Activities: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### ADD ORGANIZATION CONTACT INFORMATION

## Appendix E: Volunteer Interest Form

---

### CONTACT INFORMATION

First Name: \_\_\_\_\_ Last Name: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Select one:

☐ Parent

☐ Student

☐ Teacher

☐ Industry Professional

☐ Other: \_\_\_\_\_

Interest Area:

\_\_\_\_\_

Join Email List: ☐ Yes ☐ No

---

### CONTACT INFORMATION

First Name: \_\_\_\_\_ Last Name: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Select one:

☐ Parent

☐ Student

☐ Teacher

☐ Industry Professional

☐ Other: \_\_\_\_\_

Interest Area:

\_\_\_\_\_

Join Email List: ☐ Yes ☐ No

(San Diego Festival of Science and Engineering, 2016)



## Appendix F: Sample Volunteer Application

---

### VOLUNTEER CONTACT INFORMATION

Position Sought: \_\_\_\_\_ Date: \_\_\_\_\_

First Name: \_\_\_\_\_ Last Name: \_\_\_\_\_

Address: \_\_\_\_\_

Work Phone: \_\_\_\_\_ Home Phone: \_\_\_\_\_

### EDUCATION & EMPLOYMENT

Level of Education: \_\_\_\_\_

Current Employer, if applicable: \_\_\_\_\_

Position/Title: \_\_\_\_\_

Dates of Employment (starting, ending): \_\_\_\_\_

Address: \_\_\_\_\_

Would you like us to keep your employer abreast of your volunteer service & achievement? ☐ No ☐ Yes

Special training, skills, hobbies: \_\_\_\_\_

### OTHER COMMUNITY ENGAGEMENT

Groups, clubs, organizational memberships: \_\_\_\_\_

Please describe your prior volunteer experience (include organization names and dates of service):

---

---

What experiences have you had that may prepare you to work as a volunteer in the field of [description of field, e.g. domestic violence, child abuse prevention, youth recreation, etc.]?

---

(Strengthening Nonprofits, n.d.)

Why do you want to volunteer? \_\_\_\_\_

Have you ever been convicted of a crime? [If yes, please explain the nature of the crime and the date of the conviction and disposition.] Conviction of a crime is not an automatic disqualification for volunteer work.

\_\_\_\_\_

\_\_\_\_\_

Do you have:

A driver's license?	<input type="checkbox"/> No	<input type="checkbox"/> Yes
Car insurance?	<input type="checkbox"/> No	<input type="checkbox"/> Yes
Car available for transporting others?	<input type="checkbox"/> No	<input type="checkbox"/> Yes

### REFERENCES

Please list three people who know you well and can attest to your character, skills and dependability. Include your current or last employer.

Name/Organization	Relationship to You	Phone	Length of Relationship
1. _____	_____	_____	_____
2. _____	_____	_____	_____
3. _____	_____	_____	_____

### ACKNOWLEDGEMENT

Please read the following carefully before signing this application:

I understand that this is an application for and not a commitment or promise of volunteer opportunity. I certify that I have and will provide information throughout the selection process, including on this application for a volunteer position and in interviews with [Name of Nonprofit] that is true, correct and complete to the best of my knowledge. I certify that I have and will answer all questions to the best of my ability and that I have not and will not withhold any information that would unfavorably affect my application for a volunteer position. I understand that information contained on my application will be verified by [Name of Nonprofit]. I understand that misrepresentations or omissions may be cause for my immediate rejection as an applicant for a volunteer position with [Name of Nonprofit] or my termination as a volunteer.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

(Strengthening Nonprofits, n.d.)

## Appendix G: Sample Interview Questions

---

### VOLUNTEER CONTACT INFORMATION

Position Sought: \_\_\_\_\_ Date: \_\_\_\_\_  
First Name: \_\_\_\_\_ Last Name: \_\_\_\_\_

### GENERAL QUESTIONS

Why do you want to be a volunteer in our organization? \_\_\_\_\_  
Tell me about your current and past volunteer experiences. \_\_\_\_\_  
\_\_\_\_\_  
What have you enjoyed most about previous volunteer positions? \_\_\_\_\_  
\_\_\_\_\_  
How much time would you like to volunteer? \_\_\_\_\_

### LEADERSHIP SKILLS

What skills and qualifications do you have that will help you in this position? \_\_\_\_\_  
\_\_\_\_\_  
Describe a leadership role you have held. \_\_\_\_\_  
\_\_\_\_\_  
What made that role challenging? \_\_\_\_\_  
\_\_\_\_\_  
What did you like about serving in a leadership role? \_\_\_\_\_  
\_\_\_\_\_  
What did you dislike? \_\_\_\_\_  
Describe how children/other adults would view you as a role model. \_\_\_\_\_  
\_\_\_\_\_  
What kind of rewards do you need to stay motivated? \_\_\_\_\_  
\_\_\_\_\_  
How do you like to be recognized? \_\_\_\_\_  
\_\_\_\_\_

### HUMAN RELATIONS SKILLS

What kind of people do you most enjoy working with? \_\_\_\_\_  
Describe a time when you've been involved in a conflict with another individual or group. \_  
\_\_\_\_\_  
\_\_\_\_\_  
How did you handle the situation? \_\_\_\_\_  
How do you feel about working with people different from yourself? What have you  
learned? (i.e. different racial/ethnic backgrounds, developmentally disabled, etc.) \_\_\_\_\_  
\_\_\_\_\_

(US Figure Skating, n.d.)

## ORGANIZATIONAL SKILLS

Describe a typical day for yourself. \_\_\_\_\_

Describe a particularly busy day. \_\_\_\_\_

What record keeping experience have you had? \_\_\_\_\_

Are you willing to attend orientation/training sessions to assist in your volunteer role?

☐ No      ☐ Yes

## ADAPTABILITY

Describe a situation in which you did not get your way or when you did not agree with a decision made. \_\_\_\_\_

How did you handle it? \_\_\_\_\_

What was your reaction? \_\_\_\_\_

Describe a particularly stressful situation in which you have been involved. \_\_\_\_\_

How did you handle this? \_\_\_\_\_

What made it stressful? \_\_\_\_\_

## DEPENDABILITY

Describe one project/activity for which you had total responsibility from the beginning to the end. \_\_\_\_\_

How do you handle a situation when you know that you are unable to complete an assignment or commitment? \_\_\_\_\_

Do you have available transportation, if needed? \_\_\_\_\_

## COMMUNICATION

How comfortable do you feel speaking in front of a group? \_\_\_\_\_

What, in your opinion, makes a good listener? \_\_\_\_\_

## THANK THE POTENTIAL VOLUNTEER & PROVIDE THEM NEXT STEPS

(US Figure Skating, n.d.)

## Appendix H: Reference Check Questions

---

Prospective Volunteers: Please give a copy of this form to each of your references and have each return it to the address on the second/reverse page. Current or past supervisors, co-workers, faith leaders, teachers, and school counselors are examples of appropriate references. Please exclude relatives and household members.

### VOLUNTEER CONTACT INFORMATION

Position Sought: \_\_\_\_\_ Date: \_\_\_\_\_

First Name: \_\_\_\_\_ Last Name: \_\_\_\_\_

\*Does this position work with children / vulnerable adults: ☐ No ☐ Yes

“\_\_\_\_\_ has applied to volunteer with [Name of Nonprofit] and has listed you as a reference. I would like to ask you about 12 questions. Depending upon the answers, this will take approximately 5 minutes. Is this a good time for us to talk?”

#### Optional

“Are you familiar with [Name of Nonprofit]?” [If not, take a moment to tell the reference, several key points, such as mission, goals, etc.]

“Before we begin, I want you to know your comments will be treated in a confidential manner.”

“When you answer these questions, please use specific examples whenever you can. Shall we begin...?”

1. What is your relationship to the applicant? (Use applicant’s name.)
2. How long have you known the applicant?
3. Have you ever worked with the applicant in a volunteer capacity?
  - a. If yes, describe:
4. Is this applicant dependable?
5. In your observations, describe how this applicant interacts with children.

(Florida 4H, n.d.)

6. In your observations, describe how the applicant interacts with adults.
7. Is this applicant a positive role model?
8. How does this applicant work with people who are different from him/her (such as: persons with disabilities; or from different ethnic or socio-economic backgrounds)?
9. How would you describe the applicant's skill to handle records and/or money?
10. Describe any other strengths (or personal skills) this applicant would bring to this volunteer role:
11. Describe any weakness this applicant would bring to this volunteer position. Any other weakness?
12. Would you be willing to place a child, for whom you are responsible, under this individual's care and supervision?

*"THANK YOU for your time and comments. Your help is appreciated for selecting the best qualified volunteers to work with [Name of Nonprofit]."*

#### **TO BE COMPLETED BY STAFF**

Reference Check Conducted By: \_\_\_\_\_ Date: \_\_\_\_\_

Should this individual be considered as a volunteer in Extension youth programs?

☐ No      ☐ Yes

Comments:

(Florida 4H, n.d.)

## Appendix I: Sample Rejection Letter

---

Date

Name

Address

Dear VOLUNTEER NAME:

Thank you for considering volunteering with our agency.

We recognize that it is a lengthy process, and we appreciate the time that you have spent going through this procedure. The process is a thorough one as we need to evaluate a wide range of variables that we believe to be crucial to the effectiveness of applicants in our program. Your application has been carefully considered, and we regret that we are unable to offer you a volunteer position with the agency.

If you have any questions or concerns about your application, please contact me at the agency. I wish you every success in the future.

Sincerely,

EXECUTIVE DIRECTOR/

Name of Organization

(Big Brothers Big Sisters International, 2002)

## Appendix J: Volunteer Orientation Manual Resources

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There is a wide variety of Volunteer Orientation Guides and Manuals that contain best practices for beginning the volunteer relationship with high engagement. Below are some resources to review prior to initiating the development of a formal Volunteer Orientation Guide and Manual.

### **University of San Diego**

Best Practice Library

<https://www.sandiego.edu/soles/nonprofit/best-practices-library.php>

*\*There is also a Volunteer Management class that could support the development of a Volunteer Orientation Guide and Manual.*

### **Sustaining Places**

<https://sustainingplaces.files.wordpress.com/2013/05/volunteer-orientation-manual.pdf>

### **University of Kansas**

Community ToolBox

<http://ctb.ku.edu/en/table-of-contents/structure/volunteers/orientation-programs/main>

### **501 Commons**

Orientation & Training

<http://www.501commons.org/resources/tools-and-best-practices/volunteer-management/orientation-training-1>

### **Minnesota Association for Volunteer Administration**

<http://www.mavanetwork.org/Resources/Documents/Outline%20for%20Volunteer%20Orientation.pdf>



## Appendix K: Sample Volunteer Agreement

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### AGENCY

We \_\_\_\_\_ [agency], agree to accept the services of \_\_\_\_\_  
\_\_\_\_\_ [volunteer] beginning \_\_\_\_\_ and we commit to the  
following:

1. To provide accurate information, training and assistance.
2. To ensure supervision and provide job assessment feedback.
3. To respect the skills and individual needs of the volunteer.

### VOLUNTEER

I, \_\_\_\_\_, agree to serve as a volunteer and commit to the following:

1. To perform volunteer duties to the best of my ability.
2. To adhere to agency rules, policies and procedures, including record-keeping requirements and confidentiality of agency and client information.
3. To meet time and duty commitments or to provide adequate notice so alternate arrangements can be made.

Agreed to:

\_\_\_\_\_  
Volunteer

\_\_\_\_\_  
Staff Representative

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

## Appendix L: Volunteer Timesheet

---

Please use this form to keep a record of all hours volunteered with your organization. This should include time spent at training sessions, supervision, meetings, events and may include travel.

### VOLUNTEER CONTACT INFORMATION

First Name: \_\_\_\_\_ Last Name: \_\_\_\_\_

Position: \_\_\_\_\_ Volunteer Supervisor: \_\_\_\_\_

Start Date: \_\_\_\_\_ End Date: \_\_\_\_\_

### LIST OF HOURS VOLUNTEERED

Date	Number of Hours	Total Hours Volunteered	Comments & Supervisor's Initials

## Appendix M: Sample Volunteer Performance Evaluation

---

### VOLUNTEER CONTACT INFORMATION

First Name: \_\_\_\_\_ Last Name: \_\_\_\_\_

Position: \_\_\_\_\_ Volunteer Supervisor: \_\_\_\_\_

Start Date: \_\_\_\_\_ End Date: \_\_\_\_\_

### EVALUATION PERIOD

☐ initial evaluation ☐ annual evaluation ☐ other

### PERFORMANCE EVALUATION

Rating scale: 1 - Needs Improvement 2 - Fair 3 - Good 4 - Very Good 5 – Superior N/A - Not Applicable

#### PROFESSIONALISM

- \_\_\_\_\_ Demonstrates an understanding of *[Name of Nonprofit]* mission and philosophy.
- \_\_\_\_\_ Complies with confidentiality policies and practices.
- \_\_\_\_\_ Exhibits customer service skills that reflect the agency's commitment to quality care.
- \_\_\_\_\_ Exhibits poise in handling difficult situations.
- \_\_\_\_\_ Exhibits a caring concerned demeanor when working with victims/survivors and/or their dependent children.

Comments: \_\_\_\_\_

#### RESPONSIBILITY

- \_\_\_\_\_ Reliable regarding schedule and time commitment.
- \_\_\_\_\_ Completes assignments in a timely manner.
- \_\_\_\_\_ Pays attention to detail when performing tasks requiring attention to detail.
- \_\_\_\_\_ Exhibits flexibility (willingly accepts tasks/activity changes).

Comments: \_\_\_\_\_

(Shelter, Inc. 2014)

## EFFECTIVENESS

- \_\_\_\_\_ Exhibits enthusiasm in conjunction with opportunities to learn new information or procedures that will make work more effective.
- \_\_\_\_\_ Consistently completes and follows through on assignments.
- \_\_\_\_\_ Seeks additional information to complete tasks.
- \_\_\_\_\_ Possesses a broad range of knowledge regarding the agency and community resources.
- \_\_\_\_\_ Sort, categorize, and store/display material donations.
- \_\_\_\_\_ Assists with the implementation of adult and/or children's group activities.
- \_\_\_\_\_ Performs receptionist duties in a professional polite manner.
- \_\_\_\_\_ Advocates for the agency throughout the community.

Comments: \_\_\_\_\_

## PERSONAL CONTRIBUTIONS

- \_\_\_\_\_ Staff, program participants and/or customers indicate they have benefited from the volunteer's contributions/service
- \_\_\_\_\_ Possesses a wide range of skills and experience.
- \_\_\_\_\_ Supports the agency's fund development activities through material/monetary donations and/or participation.
- \_\_\_\_\_ Recruits new volunteers and/or donations.

Comments: \_\_\_\_\_

ADDITIONAL COMMENTS: \_\_\_\_\_

My supervisor has reviewed this performance evaluation with me and I have been provided a copy.

Volunteer Signature	Date
---------------------	------

Supervisor Signature	Date
----------------------	------

## Appendix N: Recognition Ideas

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The following organizations have formalized how they recognize volunteers. Some organizations recognize by hours of service, while others have categorized their positions into levels. Organizations should review these examples and determine what makes the most sense for their volunteers and leaders.

### **Appalachian Trail Conservancy**

Program Based on Hours of Service:

<u>Hours of Service</u>	<u>Items</u>
8-99	Pin (Multicolor, 1", "Appalachian Trail Volunteer")
100-499	Patch (multicolor, 2.5"x4", with embroidered logo)
500-999	Cap (khaki, with embroidered logo)
1000-1999	Vest (Black fleece vest – Unisex sizing)
4000	Take Pride in America, Presidential Award (certificate/plaque, lapel pin, letter from the President)

<https://www.appalachiantrail.org/docs/default-document-library/volunteer-recognition-program---hours-of-service.pdf?sfvrsn=2>

### **American Academy of Dermatology**

Levels of Recognition Based on Hours of Service:

- Gold: 1,000+ hours
- Silver: 500-999 hours
- Bronze: 100-499 hours

<https://www.aad.org/members/volunteer/volunteer-recognition-program>

### **CAMBA Trails**

Program Based on Hours of Service:

<u>Hours of Service</u>	<u>Items</u>
6	Ballcap (Red or Green)
12	T-Shirt (Black or Berry)
20+	Photo & Name on a Partner Restaurant's Recognition/Notification Board to Receive Dining Discounts

<http://www.cambatrails.org/page/show/1322064-volunteer-recognition>

## Appendix O: Exit Interview Questions

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### VOLUNTEER CONTACT INFORMATION

First Name: \_\_\_\_\_ Last Name: \_\_\_\_\_

Position: \_\_\_\_\_ Volunteer Supervisor: \_\_\_\_\_

Start Date: \_\_\_\_\_ End Date: \_\_\_\_\_

1. Why have you decided to leave your volunteer position?
2. Did you receive adequate training for your job?
3. What other kinds of training or advanced training would have been helpful?
4. Do you feel you were properly informed about policies and developments?
5. What didn't we tell you about the job that you would have liked to know?
6. What were the tasks you performed most often?
7. How would you describe your relationship with other volunteers? With your supervisor? With paid staff?
8. Did you receive effective and fair supervision? How could it be improved?
9. Please summarize your volunteer experience.
10. Would you like to return as a volunteer at any time in the future?